

# CEOs for Cities

Lee Fisher

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<https://scholarworks.umass.edu/ttra/2013marketing/Presentations/16>

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A high-resolution image of Earth from space, showing the Americas and the Pacific Ocean. The Earth is a vibrant blue sphere with white clouds and green landmasses. The text "Want to change the world" is overlaid in the center-left of the image.

**Want to change the world**

START WITH  
your city.

The background of the image is a solid olive green color. Overlaid on this background is a sunburst or starburst pattern. The pattern consists of numerous thin, light-colored lines radiating outwards from a central point, creating a sense of energy and focus.

**STOP**  
**WAITING**  
for Washington.



THE BIGGEST  
**DRIVER** OF  
GLOBAL ECONOMIC  
GROWTH?

Cities.

SPECIAL ISSUE

# SCIENTIFIC AMERICAN

September 2011



smarter

Better



We have seen a brighter future, and it is urban

INSIDE

How Cities Boost Creativity

The Power of Cyber-Connected Crowds

New Heights for Skyscrapers  
10 Years after 9/11

ScientificAmerican.com



# INCUBATORS OF INNOVATION

75%

of nation's GDP



80%

of world's GDP



FOR FIRST TIME SINCE 1920'S,  
URBAN GROWTH  
OUTPACING SUBURBAN  
GROWTH  
(27 of top 51 metros)

# Global Urban Population Growth.

65



Million Annually

7



New Chicagos Each Year

# CEOs FOR CITIES

## MISSION

- **Curating** ideas for city success
- **Connecting** urban leaders, change makers, city disrupters
- **Catalyzing** change in cities

*We connect across borders, sectors, and generations.*





**WOT BOTTOM UP**  
CHANGE

# WE CURATE IDEAS.

## Trend Spotting Research



## City Success Storytelling



## City Vitals



**Connected City**



**Innovative City**



**Talented City**



**Your Distinctive City**

# WE CONNECT PEOPLE.

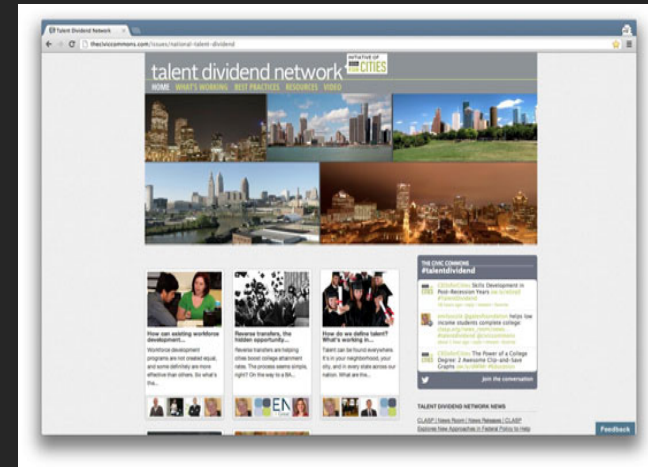
Convenings  
& Events



 City  
Clusters

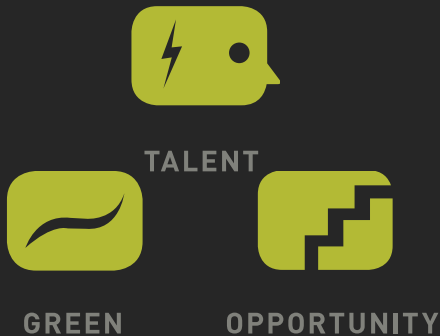


Virtual  
Networks



# WE CATALYZE CHANGE.

## City Dividends



## Prize Competitions



## Change By Us



**WANT TO CHANGE YOUR CITY?**

Start with your Vision of your Future.



# Cleveland Vet Enjoys Mom's Version Of Recipes in His Nazi-Prison Diary

To the 103-page diary of hunger and suffering in a German prison camp, a Cleveland soldier today added this concluding sentence:

"I had some of Mom's spaghetti, finally—it's what I've been tasting for three and a half months."

The soldier is Staff Sergeant Michael Zone, 25, former John Carroll pre-dental student, home today on a 60-day furlough to recover 65 pounds he lost on a Nazi PW's camp diet. In the kitchen of his home at 1333 W. 65th St., his mother, Mrs. Betty Zone, and his wife, Mary, are collaborating on his favorite dishes.

## Recipes in Diary

A prisoner from December 19 of last year to March 30, Zone detailed in a secretly-kept diary the highlights of his incarceration.

Under the influence of hunger pangs, the most frequent entries are about food. Zone, who admits he can hardly fry an egg, said he experienced peculiar comfort in writing recipes of dishes he hoped to try after his liberation. Two-score such recipes are tightly written as a preface to his diary.

In scattered notions he made reminders of good Cleveland restaurants to visit, plans for a home he hoped to build, business opportunities he intended to explore, books he should read, a place to go on the honeymoon he missed, and rules of conduct he intended to follow at home, in church, in public.

## Contains Resolutions

These are random notes taken from the diary:

"Have Xmas dinner, Easter supper, New Year nite all in one day the first day home."

"A must—Take Mom out on a date. Let her decide where."

"Go out with wife often."

"Raise children on games, rest, good food. Help them with their school work and play with them."

Regular dated entries included these thoughts:

December 21—Loaded in box cars, 60 men in each which should hold only 40. No food and very cold.

December 22—Still in box car. Received one-sixth loaf of bread and a little molasses. Started daily rosary.

February 5—Delousing today after 46 days. Men look bony. Have all lost 40 to 60 pounds. Real 4F's!

## Buried Jerries

March 24—At 10 p. m. Jerries awaken boys to form detail of 300 men. Thought we were being evacuated. Turned out to be detail to bury Jerries who were killed by our planes which flew overhead all day.

Zone's entry of March 29 gives the first hint of the approach of liberating Allied forces. It reveals how the prisoners feigned sickness so that they would not be evacuated



Sergeant and Mrs. Zone, together again

with the fleeing Germans.

When liberation armies marched

in, Zone's diary remarks that near-

ly everyone became sick from over-

eating. "Had my first taste of real

GI food—chicken," he wrote on

April 6, and on April 7 he added,

"Back to the same good old G routine."

Reaching an American port on

May 5, Zone commented in his

diary: "Called Mary, and honestly I just

couldn't remember anything to say."

Home - fireplace are in parlor, stoker furnace, Reception  
Basement, Porcelain Kitchen, do food CANNING, SMOKE  
PIPE at home. POKER GAMES with friends. Bridge.

WEINER ROAST with FRIENDS. USE IMPERIAL FOR  
DRINKS - CALVERTS. KEEP SUPPLY FOR FRIENDS

MANNEQUIN - eat much but clean and polite. Visit  
friends and treat all as you would.

Church - do everything possible - never too much. Pass  
the basket - carry statue - clubs - rope.

Mother - The day will come when this food will

V.F.W. Be appreciated. - Found out while a  
P.W. NEVER WILL WASTE OCCUR IN MY  
HOUSE. (PIPE SMOKER)

Trips - NEVER REFUSE LUNCH BOX etc. for ride  
entertainment. All friends - go out with wife often.

Help wife as much as possible watch PERSONA  
APPEARANCE and habits. NEVER SLOPPY - Health habits.

They HAVE A MASS, SAID ONCE A MONTH FOR GOD  
BUYING - FROM WAREHOUSES ONLY - AND

PASTRY - FARMERS MARKET. Always cheaper. Places  
IN HOUSE ALWAYS. DAY old at MRC  
if still in ARMY after LEAVING here the  
PX WILL BE SPENT MORE OFTEN.

TAKE MILK SHARES AND EGG NALT daily. Night SNACK -  
CAKE AND ICE CREAM AT SUPPER MEAL ALWAYS

MONEY coming to me - RATIONS, MONTHLY PAY,  
OVERSEA PAY, MONTHLY PAY SINCE NOV.

(A MUST) TAKE MY MOTHER OUT ON A DATE.

LET HER decide where.  
INITIATIVE - THAT CERTAIN GO, DON'T LAG, BE  
FIRST ALWAYS.

HAVE RECEPTION FOR those NOT AT wedding.

Buy A WAREVER Set POKER (BRIDAL SET 180) ALLOWING  
CONTACT VET ADMINS MEN FOR ADVICE.

(COMMISSARY CARD while in ARMY - Buy AS MANY  
CRATION CANS AS POSSIBLE - FOR STORAGE IN house)

ATTEND EARLY MASS ON SUN. HAVE REALLY BREAKFAST

(MAKE ME A XMAS dinner with PIES AS SOON AS  
IM HOME) - Show how I ATE & how much AS PW.

NO BREADED MEATS IN RESTAURANT. - BROKE UP 210 AS PW.

MY XMAS dinner - EASTER SUPPER - NEW YEARS NITE ALL IN

END DAY  
TRY ALL FRESH FRUIT.



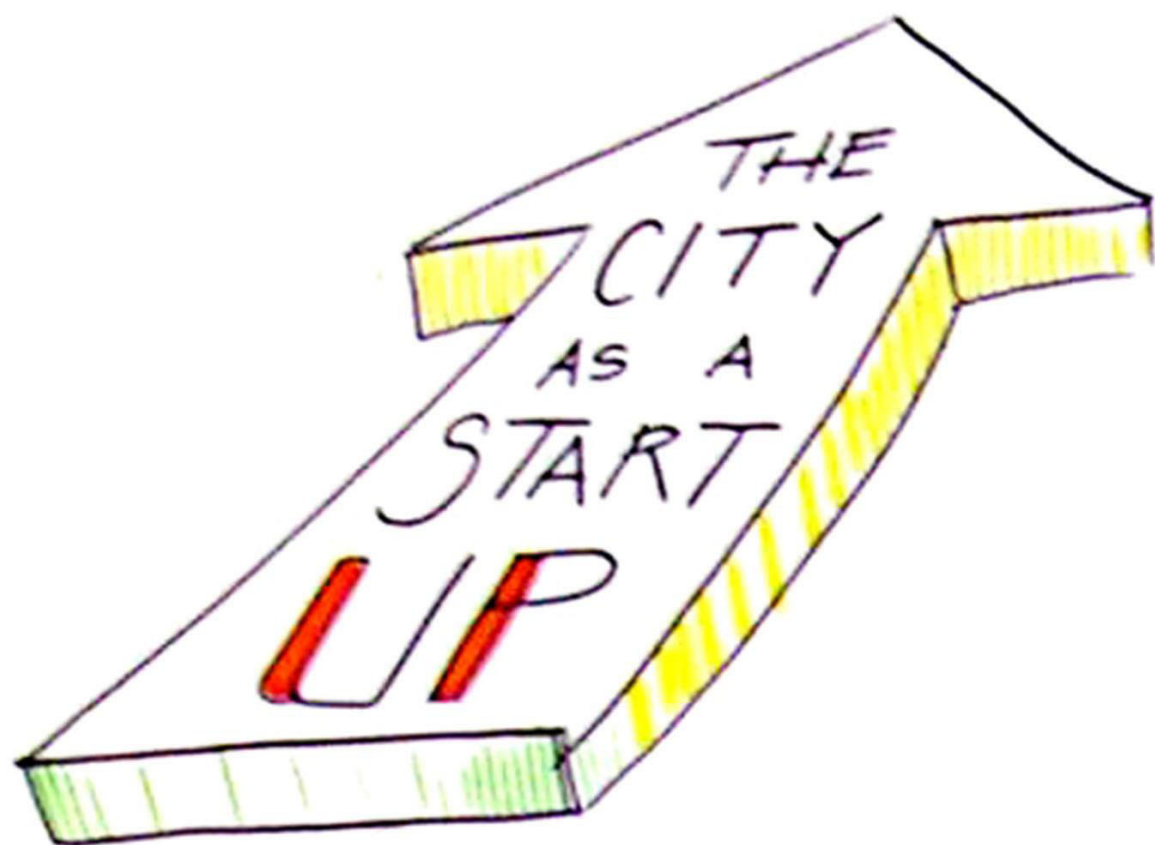


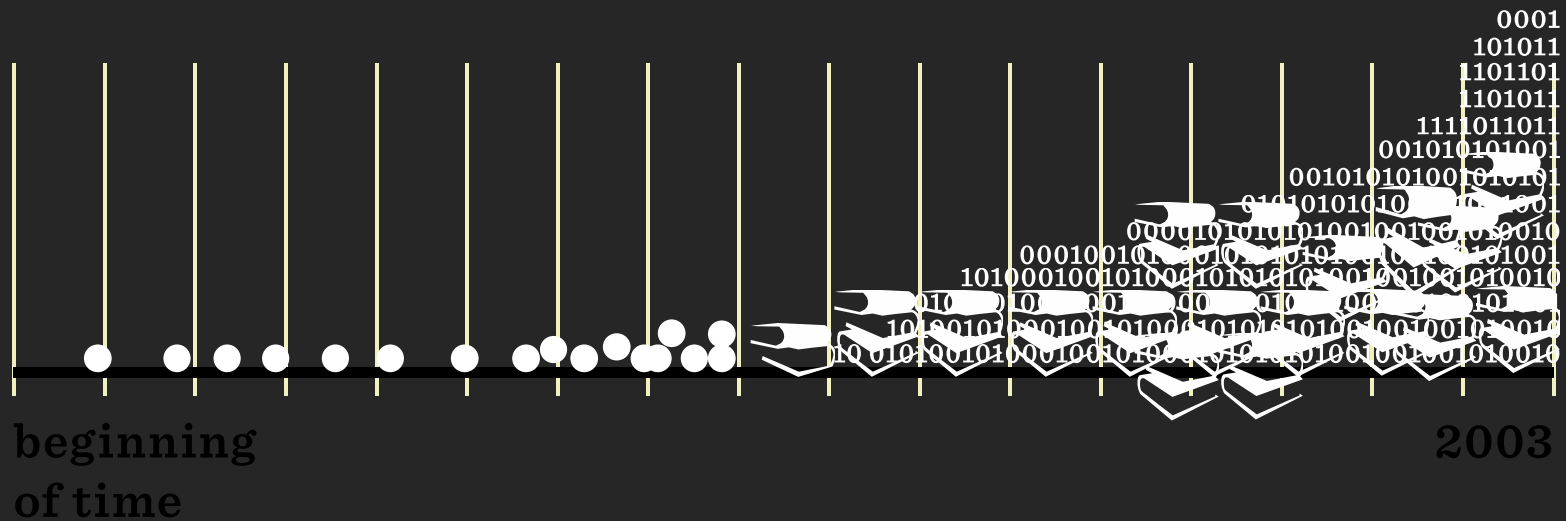




“If you change the way you  
look at things, the things  
you look at change.”

Wayne Dyer





Think about all the information  
created from the dawn of civilization  
up until 2003

## Last Week



“ Every two days now we create as much information as we did from the dawn of civilization up until 2003”

ERIC SCHMIDT  
EXECUTIVE CHAIRMAN, GOOGLE

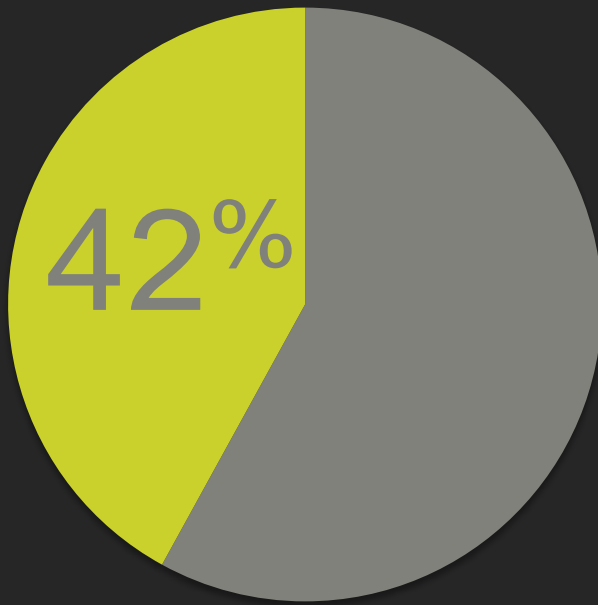
JUST SIX YEARS AGO...

“ Facebook didn't exist;  
Twitter was a sound; the cloud was  
in the sky; 4G was a parking place;  
LinkedIn was a prison; applications  
were what you sent to college; and  
Skype for most people was a typo.”

TOM FRIEDMAN  
AUTHOR, “THAT USED TO BE US”

**CEOs**  
**FOR CITIES**

We send over  
8 Billion  
text messages per day.



JESSICA



What I want  
to do, hasn't been  
invented yet..."

JASON







CEOs  
FOR CITIES



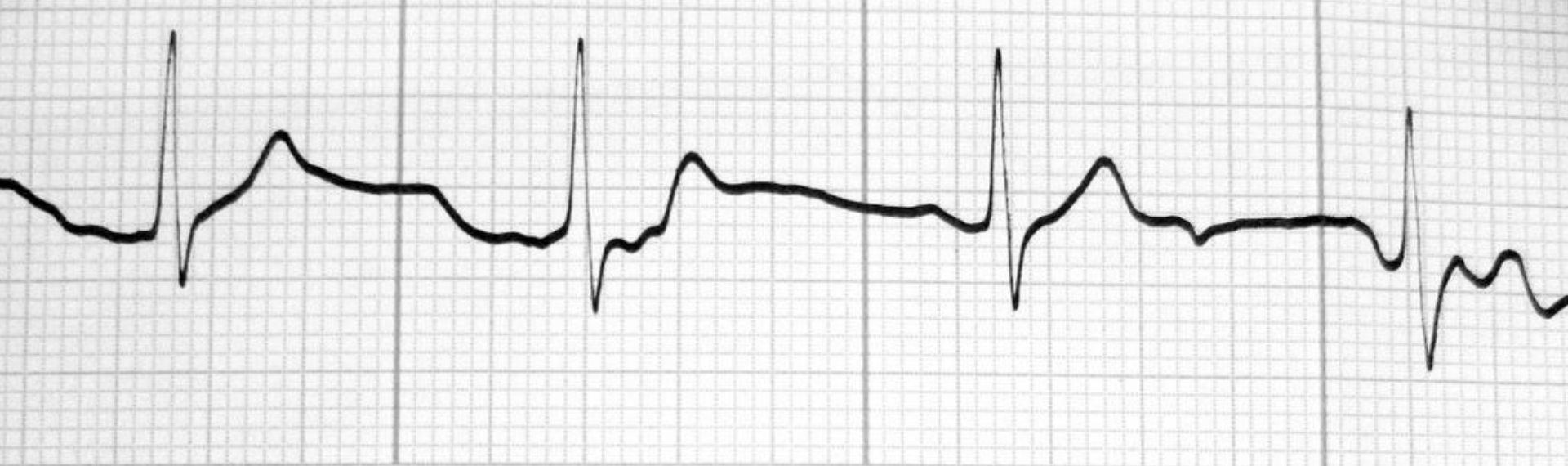
“I just learned how to skate where the puck was going, not where it was.”

WAYNE GRETSKY

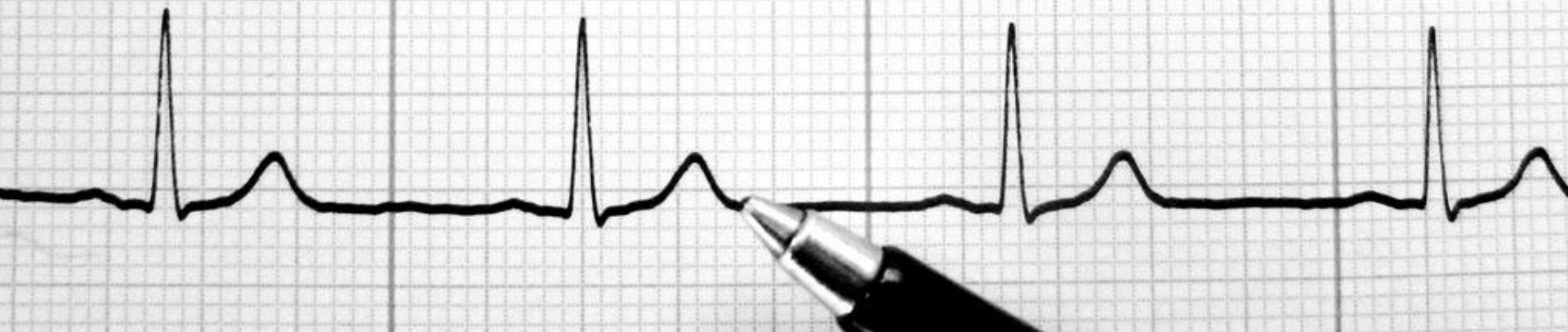
Our member driven  
research portfolio.







City Vitals.



# CITY VITALS 2.0

## Benchmarking City Performance



**CONNECTED CITY**



**INNOVATIVE CITY**



**TALENTED CITY**



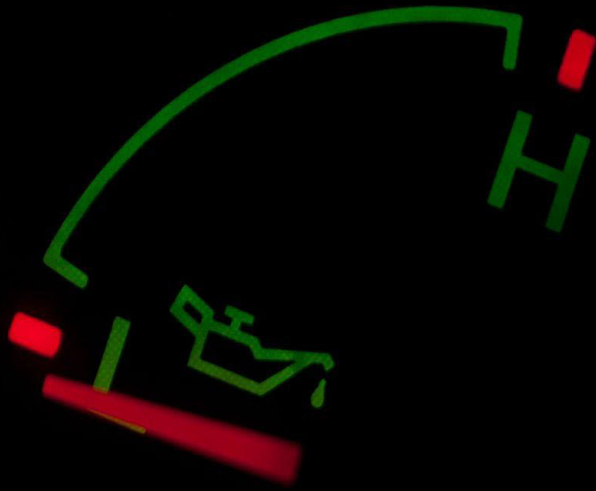
**YOUR DISTINCTIVE CITY**

**Joe Cortright**, Senior Policy Advisor for CEOs for Cities, Impresa, Inc.

Made possible with generous support from **The Richard H. Driehaus Foundation**

**SERVICE  
ENGINE  
SOON**

Check



City Vitals:



The **Connected** City

Voting  
Community Involvement  
Economic Integration  
Transit Use  
Walkability  
International Students  
Foreign Travel  
Internet Connectivity

CEOs  
**FOR CITIES**





## 15 U.S. Cities' Emerging Downtowns

Denver, Colorado  
El Paso, Texas  
Des Moines, Iowa  
Detroit, Michigan  
Louisville, Kentucky  
Milwaukee, Wisconsin  
Cincinnati, Ohio  
Birmingham, Alabama

Grand Rapids, Michigan  
Pittsburgh, Pennsylvania  
Memphis, Tennessee  
Atlanta, Georgia  
Cleveland, Ohio  
Los Angeles, California  
New York, New York

# Healthline

Cleveland



[http://blog.cleveland.com/metro/2011/04/healthline\\_sees\\_a\\_healthy\\_clim.html](http://blog.cleveland.com/metro/2011/04/healthline_sees_a_healthy_clim.html)

**CONNECTED CITY**

INNOVATIVE CITY

TALENTED CITY

YOUR DISTINCTIVE CITY

**CEOs  
FOR CITIES**





**E. 4<sup>TH</sup> STREET: A RETAIL & DINING HUB**



# Over-the-Rhine District Improvement

## Cincinnati, OH



CONNECTED CITY  
INNOVATIVE CITY  
TALENTED CITY  
**YOUR DISTINCTIVE CITY**



**CEOs**  
**FOR CITIES**





# The Power of 10





5M [REDACTED]

# A NEW TYPE OF MIXED USE

The 5M Project is a four-acre multi-phase, mixed-use development project in downtown San Francisco between 5th, Mission, and Howard Streets.

A place for working, living and gathering...

A safe place with the kind of density and diversity we want in our city.





# 5M PROJECT: CREATING THE GROUND PLANE

2,500+ organizations, 1,500+ events and programs, 500,000+ people:  
converging culture + economy

## LOCAL ECONOMIES

**MAKING  
TECH**

*Entrepreneurship*

SOCIALCHANGE

**ART** *Food*

## GROUND PLANE

**HUB // TECHSHOP**  
INTERSECTION FOR THE ARTS  
SF MADE // OFF THE GRID

**ANCHOR TENANT  
SQUARE**

## PHYSICAL ENVIRONMENTS

- » Workshops
- » Kitchens
- » Event spaces
- » Range of offices
- » Mobile restaurant
- » Classrooms
- » Cafés
- » Art galleries

## EXPERIENCES

THEATER, MUSIC  
LECTURES // CLASSES  
BUSINESS INCUBATOR PROGRAMS  
BUILD, TINKER, MAKE  
EAT // NETWORK // SOCIALIZE  
PUBLIC ART + FESTIVALS





# Wynwood Arts District

## A Case Study





FOR LEASE 3,000+ SF  
MIZRACH REALTY  
ASSOCIATES  
LARRY MIZRACH STEVE MIZRACH  
305-710-8780 305-915-2699

*Molly ft*  
Comfort

**ERH ENTERPRISES, INC.**  
HOME OF DJ WHOLESALE  
295 N.W. 26 ST.  
Ph: 305-573-8478  
Or: 305-573-2085

**BK SHOES CORP.**

2545 N.W. 3

**SHIPPING & RECEIVING**

STOP







2550

NO  
PARKING  
ANY  
TIME

NINA  
SHOES



WYNWOOD  
KITCHEN & BAR













Market Footwear

DSV  
PLAZA

Market Footwear 305-576-8637

11.15.2006





# City Vitals:



The **Innovative** City

Patents

Venture Capital

Self-employment

Small Businesses

CEOs  
FOR CITIES

**“All successful cities have something in common: ...attract smart people and help them work collaboratively.”**

HARVARD PROFESSOR ED GLAESER  
TRIUMPH OF THE CITY



A female scientist with dark hair in a ponytail, wearing a white lab coat and safety glasses, is working in a chemistry laboratory. She is holding a large metal beaker and pouring its contents into a smaller container. The lab is equipped with various glassware, including Erlenmeyer flasks and beakers, some containing yellow liquids. There are also metal stands and clamps holding the glassware. The background shows a typical laboratory setting with a fume hood and various equipment.

OHIO HUBS OF  
INNOVATION AND  
OPPORTUNITY

# GRid70

Grand Rapids, MI



CONNECTED CITY  
**INNOVATIVE CITY**  
TALENTED CITY  
YOUR DISTINCTIVE CITY



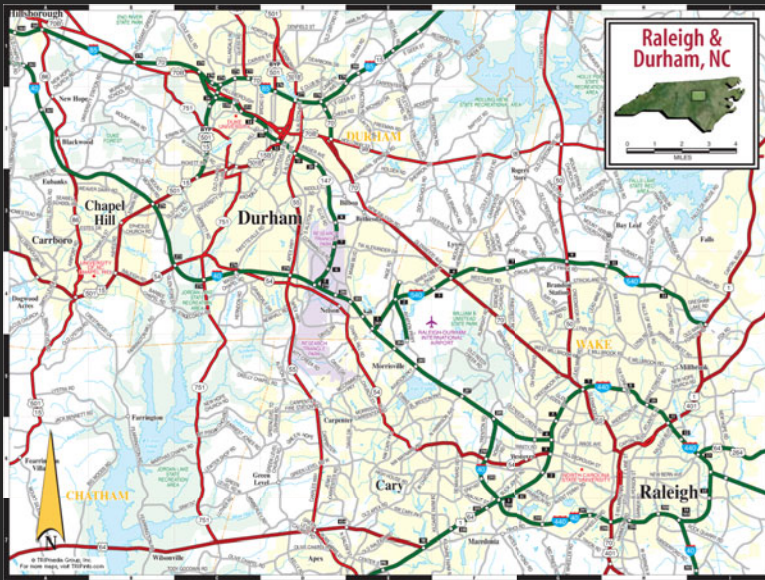
<http://www.gvsu.edu/cei/photo-gallery-tesa-grand-rapids-2011-115.htm>

**CEOs**  
**FOR CITIES**

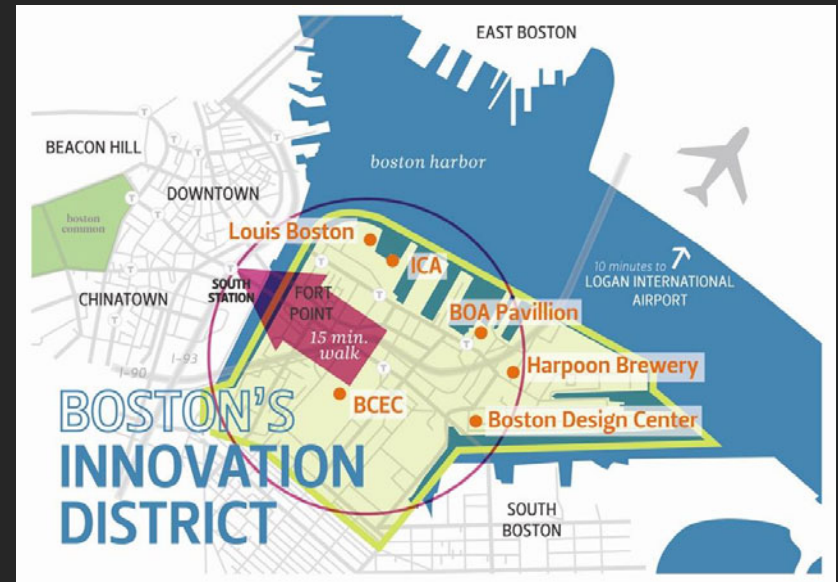


# Other examples:

## RALEIGH RESEARCH TRIANGLE



## BOSTON'S INNOVATION DISTRICT



## Report neighborhood issues and see them get fixed.

Over 334,734 Issues Fixed. Is yours next?

Enter your Neighborhood or City



### HOW IT WORKS

From reporting potholes to receiving alerts, learn how SeeClickFix will help your neighborhood.



### MEDIA PARTNERS

Embed our widgets, discover citizen concerns and build conversations around community issues.



### GOVERNMENT PARTNERS

Receive citizen reports using our free tools or purchase our customized mobile, web and facebook apps.

### TOP PERFORMING CITIES

We run global analyses to see how cities are responding to their citizens. How does your city compare? [View More](#).

- |                     |                   |
|---------------------|-------------------|
| 1 Chicago, IL       | 6 Houston, TX     |
| 2 Washington, DC    | 7 Richmond, VA    |
| 3 Malden, MA        | 8 Macon, GA       |
| 4 New Haven, CT     | 9 Bibb County, GA |
| 5 Winston-Salem, NC | 10 Burlington, VT |

### RECENT BLOG POSTS

[more](#)

- [SeeClickFix Reaches 500,000 Issues Reported!](#)  
05/09/2013 at 05:49PM
- [How Dunwoody Modernizes Their Public Works](#)  
05/09/2013 at 02:47PM
- [City of Albany & SeeClickFix: Working Together "4 U"](#)  
05/07/2013 at 03:00PM

# Change by Us

A new way to share  
ideas, create projects,  
build teams, and make  
our cities better.

LAUNCHING SUMMER 2011 *in*

**NEW YORK**

Change by Us is the next evolution of  
Give a Minute available in:

**CHICAGO**

**MEMPHIS**

City Vitals:



The **Talented** City

College Attainment  
Creative Professionals  
Young and Restless  
Traded Sector Talent  
International Talent



# THE GREAT DIVERGENCE



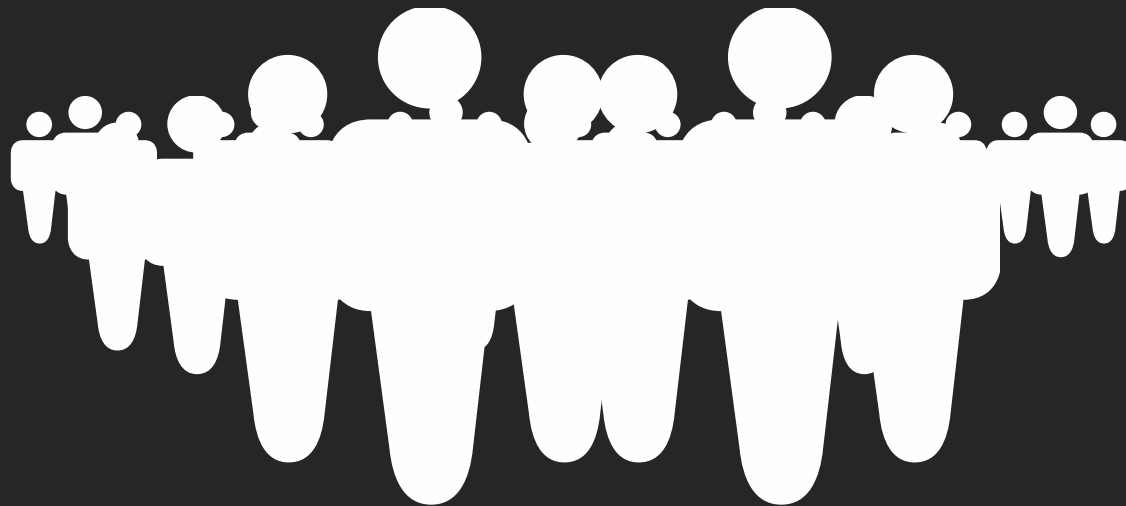


# YOUNG ADULTS ARE **MOVING** TO CITIES.

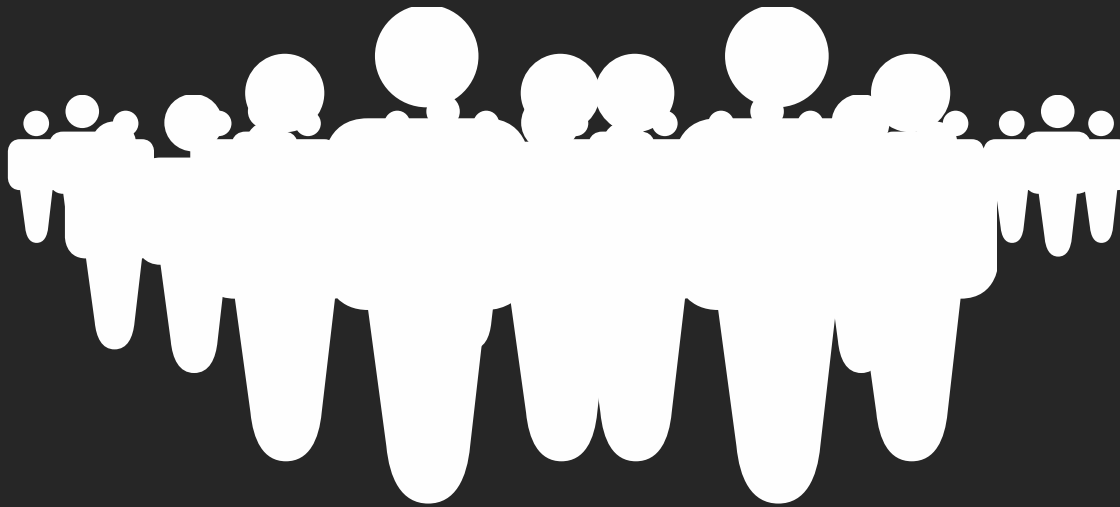
- Real estate reports show growing demand by young adults for more urban locations
- Our “Young and Restless” studies show the number of college-educated 25-34 year olds growing twice as fast in close-in urban neighborhoods



94% More Likely  
to Live in a Central City



Most Mobile  
But More Likely to Anchor after 35





BY 2018

**63% OF JOBS**

WILL REQUIRE SOME

**COLLEGE EDUCATION**

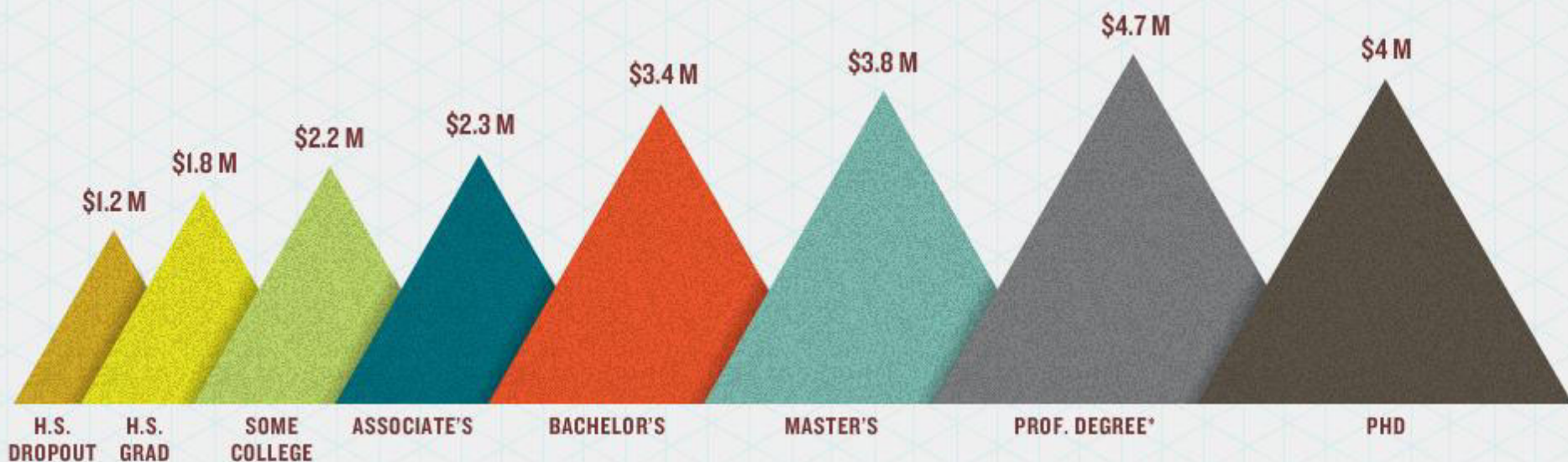
-GEORGETOWN UNIVERSITY CENTER ON  
EDUCATION AND THE WORKFORCE

# OCCUPATIONAL OUTLOOK

Economists are making predictions of a possible economic recovery by 2015, and with that will come a shift in the jobs available. While some students enter the workforce after high school, others pursue a Master's degree or beyond. See how these differing paths of education affect opportunities and careers.

## LIFETIME EARNINGS

The total estimated income earned over the worker's lifetime.



EXPLORE JOB OPENINGS BY OCCUPATION

\*Professional degrees are often in fields like health and law, such as: Nurse (R.N.), Lawyer (J.D.), and Physician (M.D.). Professional degrees usually require taking specialized coursework and passing a qualifying test.



**COLLEGE ATTAINMENT  
IS THE  
BEST PREDICTOR OF  
INDIVIDUAL INCOME**

580%

**CEOs**  
**FOR CITIES**





A RISING TIDE  
LIFTS ALL  
BOATS

# National city dividends



TALENT DIVIDEND



**1%**  
*Point*

COLLEGE ATTAINMENT

\$143 billion



GREEN DIVIDEND



**1 mile**  
*Per Day*

VEHICLE MILES TRAVELED

\$31 billion



OPPORTUNITY DIVIDEND



**1%**  
*Point*

POVERTY

\$31 billion

# TALENT DIVIDEND





# TALENT DIVIDEND



58%

58% of a city's success is directly related to college attainment.



1%  
Point

1% increase in college attainment in the top 51 metro areas can be associated with a \$154 billion increase in income for the nation.



The more educated and skilled a population (credentials or two- and four-year degrees), the more likely to have a prepared workforce.



The challenge is aligning education and occupational training standards with local labor market needs.

# WORKFORCE DIVIDEND

- A highly skilled and flexible workforce is better able to meet the labor market demands of a particular city's economy.
- A thriving labor market creates an environment for companies to grow, leading to more hires, thereby inspiring attraction and city retention.
- With more people engaged in meaningful employment the local tax base will reap significant dividends.

CEOs  
FOR CITIES

## \$1 million for your city



**Lumina**<sup>TM</sup>  
FOUNDATION

**CEOs**  
**FOR CITIES**  
INSPIRE · CONNECT · SUCCEED


# TALENT DIVIDEND NETWORK ENGAGEMENT PLATFORM

Talent Dividend Network

theciviccommons.com/issues/national-talent-dividend

talent dividend network INITIATIVE OF CEOs FOR CITIES

HOME WHAT'S WORKING BEST PRACTICES RESOURCES VIDEO



**How can existing workforce development...**

Workforce development programs are not created equal, and some definitely are more effective than others. So what's the...

**Reverse transfers, the hidden opportunity...**

Reverse transfers are helping cities boost college attainment rates. The process seems simple, right? On the way to a BA...

**How do we define talent? What's working in...**

Talent can be found everywhere. It's in your neighborhood, your city, and in every state across our nation. What are the...

**THE CIVIC COMMONS #talentdividend**

**CEOsforCities Skills Development in Post-Recession Years** [ow.ly/e0zpZ](#) #TalentDividend  
18 hours ago • reply • retweet • favorite

**emilyscole @gatesfoundation** helps low income students complete college: [clasp.org/news\\_room/news...](#) #TalentDividend @civiccommons  
about 1 hour ago • reply • retweet • favorite

**CEOsforCities The Power of a College Degree: 2 Awesome Clip-and-Save Graphs** [ow.ly/dWIMr](#) #Education

Join the conversation

**TALENT DIVIDEND NETWORK NEWS**

CLASP | News Room | News Releases | CLASP  
Explores New Approaches in Federal Policy to Help

Feedback



# GENERATIONAL CHANGE



- Young adults are driving less
- Young adults are buying fewer cars
- Technology and place are replacing driving




# CITIES ARE THE SOLUTION.

Cities enable people to do more and drive less because destinations are close at hand, trips are shorter, and walking, biking and transit work better.

Result: City residents spend less on transport, have more money to spend on other things they want, and are less vulnerable to gas price hikes.







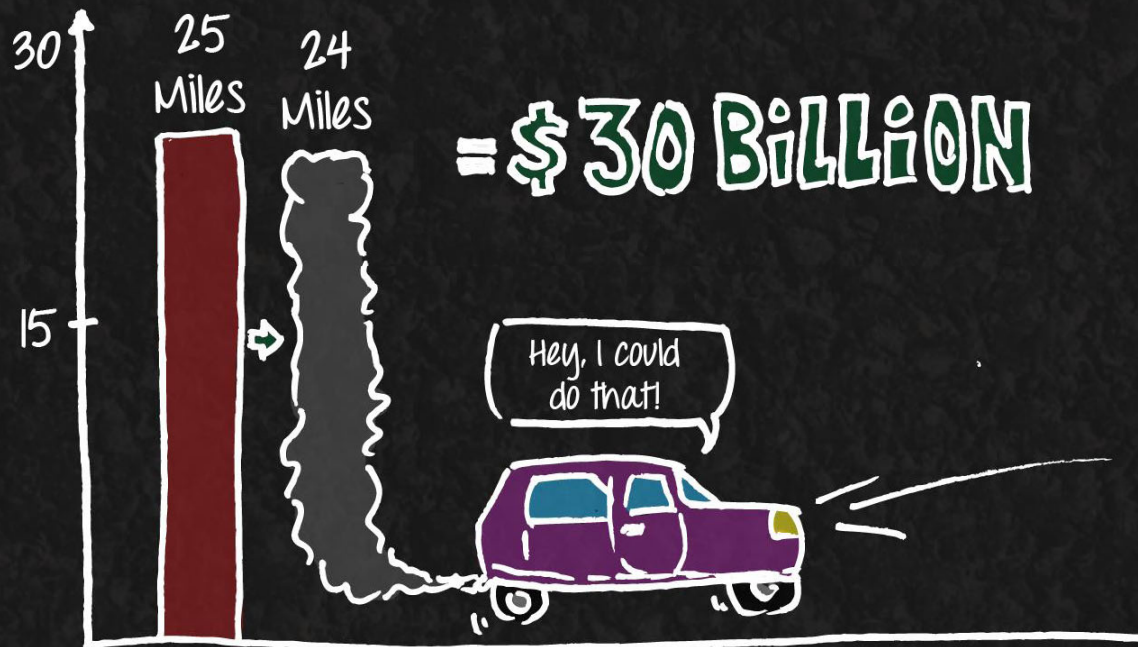
How much could we save  
if we reduced driving by  
**one mile**  
per person per day?

CEOs  
**FOR CITIES**



# THE GREEN DIVIDEND

The average metro resident drives 25 miles per day. Reducing that by just 1 mile would generate \$30 Billion in savings.



Vehicle Miles Traveled Per Person, Per Day

CEOs  
**FOR CITIES**



# GREEN DIVIDEND MATH:

1

1 MILE PER  
PERSON  
PER DAY

50

50 CENTS PER  
MILE  
OPERATING  
COST

365

365 DAYS PER  
YEAR

167

167 MILLION  
RESIDENTS IN  
THE 50 LARGEST  
METROS

= \$30 BILLION

THAT'S A LOT OF MONEY!

City Vitals:



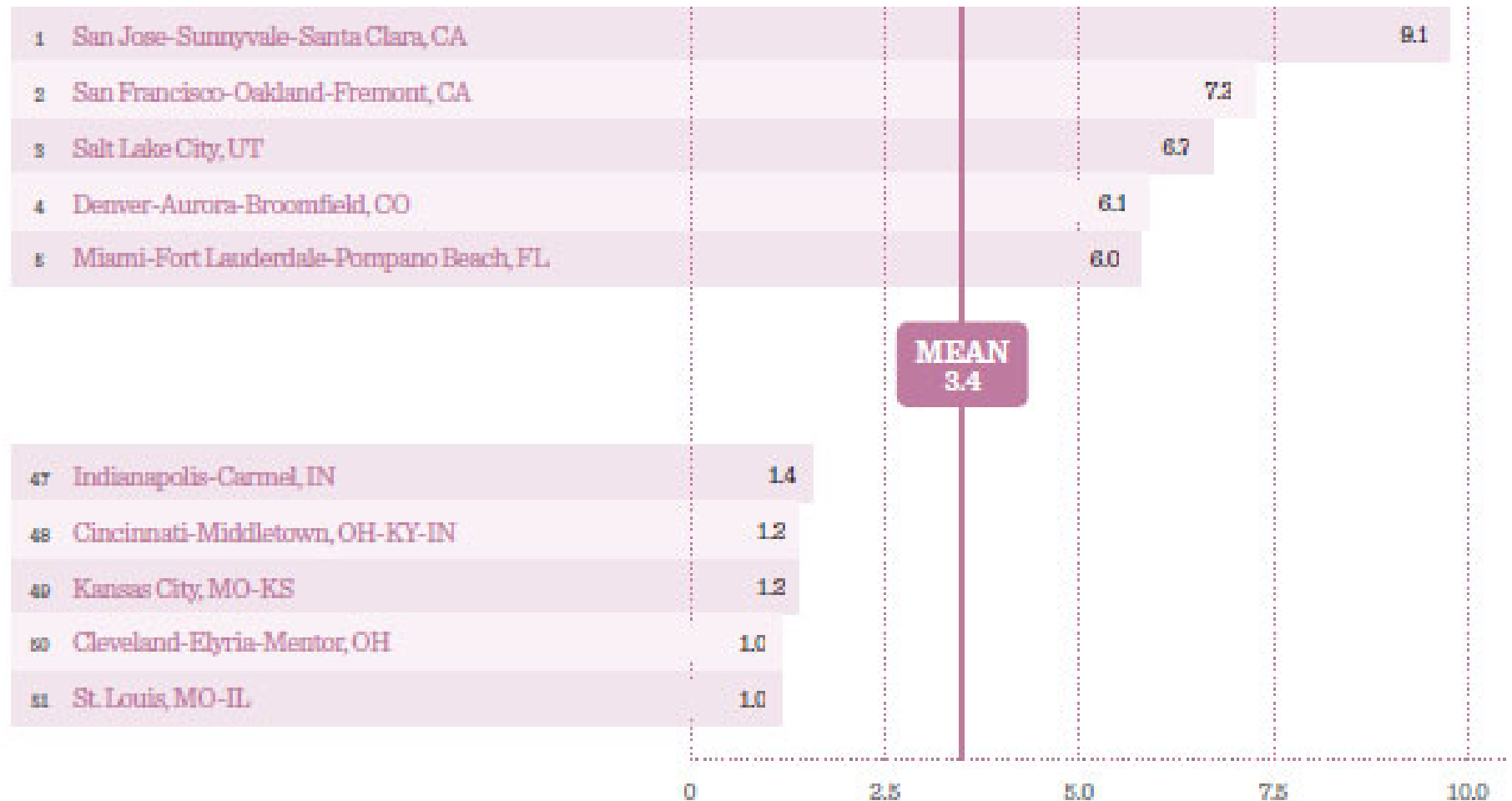
Your Distinctive City

Weirdness Index  
Culture-HDTV Ration  
Restaurant Variety  
Internet Search Variety



# WEIRDNESS INDEX

Average of the extent to which the metropolitan area's ten most distinctive consumer behaviors exceed the national norm for each behavior, 2008.



# SXSW

Austin, TX



CONNECTED CITY  
INNOVATIVE CITY  
TALENTED CITY  
**YOUR DISTINCTIVE CITY**

**CEOs**  
**FOR CITIES**



*"Today's lesson is about targets of opportunity."*



**“Find out who you are  
and do it on purpose.”**

- DOLLY PARTON

pick targets  
that



Make YOUR  
CITY

**UNIQUE**

# STORYTELLING: SHARING SUCCESSSES IN CITIES







SAVE THE DATE  
SEP 29 - OCT 1  
GRAND RAPIDS  
CEOs  
**FOR CITIES**

2013 NATIONAL MEETING

**THE COLLABORATIVE CITY**



# LOOK WHO'S TALKING

Des Moines ranks **#1** "Best Cities for Families" *Kiplinger*

Des Moines ranks **#4** "Best Places for Business and Careers." *Forbes*

Des Moines-West Des Moines ranks **#2** "Best Cities for Jobs this Summer." *Forbes*

Des Moines **#2** strongest local economy. *Tech Journal*

Des Moines ranks **#10** "Most Educated Young Workforce." *The Business Journals*

Des Moines ranks **#2** for "Best Cities for Jobs." *Forbes*

Downtown Des Moines Farmers' Market recognized as "One of America's Best." *Country Living Magazine*

Greater Des Moines Ranks **#1** Best City for Young Professionals *Forbes*

Des Moines is the **#1** Richest Metro in the Nation. *US News & World Report*

Des Moines is the **#1** City in the US for Home Renters. *Time Magazine*

Iowa ranks **#9** for Best State for Business. *CNBC*

Des Moines is the **#3** Best City for Business. *MarketWatch*

Des Moines ranks in the top 10 "Best Cities for the Next Decade." *Kiplinger*

Des Moines ranks **#5** for best cities for families. Based on great schools, affordable homes, low crime rates, jobs, and parkland.  
*Parenting Magazine*

Des Moines is one of the 20 strongest-performing metro areas. *Brookings*

Des Moines living costs are 10 percent below the national average.  
*The Council for Community and Economic Research*





**DES MOINES:  
HELL YES.**



THE MOST  
Authentic, Humble, Good-Looking  
CITY IN AMERICA

A green rectangular road sign with a white border and reflective dots. The sign is tilted slightly to the right and mounted on two wooden posts. The text 'Des Moines' is written in large, white, sans-serif capital letters. The background of the image is a bright blue sky with scattered white clouds.

\*Men's Health Magazine, 2012

I'd love it if you'd  
**LIVE IN MY**



# DES MOINES



**OPPORTUNITY  
DETROIT**



# Guiding Principles

for branding a city

**Have a Purpose**

*Credibility is Key*

Be Specific

Be Resourceful

# Guiding Principles

for branding a city

**Grassroots Drive Word of Mouth**

*Make it more than a tagline*

Look Beyond Words

Make it Emotional

# Guiding Principles

for branding a city

It Takes Time

**Make it Consistent**

Ensure Stakeholders are Involved

*Keep Stakeholders Informed of Success*



“ Once we get them here,  
**we’ve got them.”**

An aerial photograph of a dense city skyline, likely New York City, with numerous skyscrapers and buildings. The sky is filled with large, white, fluffy clouds, creating a dramatic backdrop for the text.

WHAT WILL IT  
TAKE TO MAKE  
THE NEXT DECADE  
**OUR CITY'S**  
VERY BEST...

CEOs  
**FOR CITIES**

An aerial photograph of a dense city skyline, likely New York City, featuring numerous skyscrapers and buildings. The sky is filled with large, dramatic, grey clouds. The overall tone is serious and contemplative.

IT WILL TAKE  
SPEED, FLEXIBILITY  
AND HUMILITY...

CEOs  
**FOR CITIES**



An aerial photograph of a dense city skyline, likely New York City, featuring numerous skyscrapers and buildings. The sky is filled with large, dramatic clouds. The text is overlaid on the upper portion of the image.

...AND CONNECTIONS  
TO THINKERS LEADERS  
AND IDEAS OUTSIDE  
OUR CITY.

CEOs  
**FOR CITIES**



“Tear down walls,  
build bridges, and  
light fires.”

STEVE JOBS





# CEOs FOR CITIES